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**Workforce Investment Act (WIA)  
Annual Report Narrative**

**OREGON**

**Program Year 2013**



**WORKSOURCE**  
**OREGON**

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## WORKSOURCE OREGON (WSO)

In Oregon, the state workforce development agencies and community partners have moved to a unified, simplified approach in delivering services to job seekers and employers through the implementation of the federal Workforce Investment Act. This statewide network of public and private partners and services is collectively referred to as WorkSource Oregon (WSO).

Oregon's workforce system serves Oregon's workers by:

- Helping them update their workplace skills,
- Launching them toward higher wages, and
- Referring them to jobs or educational career paths based on new technologies or innovations.

By bringing private industry together into a partnership with public providers, state agencies and educational institutions, Oregon offers a diverse array of workforce services throughout the state.

### **Transforming Oregon's Workforce System**

More than six years ago, WorkSource Oregon initiated a strategy to increase focus on integrated service delivery and cross-program strategies. Innovating and integrating service delivery includes:

- Focusing on greater colocation of programs and services – for a more comprehensive approach to serving the needs of WSO customers and moving beyond partnership and colocation to multi-disciplinary service integration
- Enhancing our use of technology – to expand access and increase the efficiency of service delivery, tracking and reporting
- Establishing integrated service minimums that are expected in all local areas – supported by Local Workforce Investment Boards and the partners they convene

In June 2012, the Oregon Workforce Investment Board, (OWIB) adopted a 10-year plan, *Oregon at Work*. Today, state agencies that administer workforce programs are working together with the OWIB, the Governor's Office, and the Department of Administrative Services (DAS) to better align and integrate the workforce system to deliver on the Governor's charge. View the 10-year plan here: [WS025\\_0812.pdf](#)

In June 2013, Governor Kitzhaber issued an executive order directing the re-chartering of state and local workforce investment boards. In addition, the executive order directs state agencies with workforce development programs to work together and develop a plan to better align state services in support of the re-chartered boards. View the executive order [here](#).

These alignment efforts will involve extensive program evaluation, stakeholder input, and strategic planning and implementation activities. The full extent of recommended and approved changes is not known at this time, but a framework for redesign is in place by fall 2014, and an update on these transformational efforts is planned for future WIA Annual Report Narratives.

This report looks at data and recent results from those efforts through Program Year 2013 (07/01/13-06/30/14).

## PROGRAM EVALUATION

### Workforce Redesign

In response to the Executive Order, Oregon's workforce system embarked on a Workforce Redesign Project that involved extensive analysis, planning, and communication with stakeholders, with an emphasis on local priorities and the



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involvement of local partners. Part system-wide evaluation, part customer survey, part strategic assessment, the Workforce Redesign Project is a large-scale effort that will have far-reaching implications for Oregon's workforce system. The primary methodologies were internal engagement and online engagement.

### **Internal Engagement**

The Governor's Office, Oregon Employment Department (OED), Department of Community Colleges and Workforce Development (CCWD), and Department of Human Services (DHS) conducted approximately 70 engagement and listening forums with:

- Program District Managers
- Local Workforce Investment Boards
- Executive Teams
- Advisory Groups
- Regional Coordinators
- Field Offices and staff
- Community Partners
- Post-Secondary Partners

Using a variety of methods, members of the redesign work group team presented the recommendations to their respective agency staff. At these meetings, questions and comments were taken, and attendants were asked to take the information back to their local offices for further feedback and reflections.

### **Online Engagement**

In addition to in-person and group engagements, staff and the public provided open-ended feedback through the Workforce System Redesign website. More than 250 comments came in from:

- Private Citizens
- Agency staff
- Partner organizations

The work of these sub-groups and the feedback received was synthesized into series of recommendations for the state workforce board partner agencies; the full report is available at the website below. Along with detailed recommendations, broader themes and guiding principles emerged, summarized below:

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### **Achieving clarity and agreement on vision and outcome**

The majority of the comments centered on developing a clear vision and consensus on specific and measureable outcomes. The redesigned system should strike a balance between the needs of employers and those of the job seekers; between the value of having a larger combined state workforce agency and maintaining the agility inherent in a small existing organization; between a stronger state board and local flexibility. Strong partnerships between education and economic development should be created or strengthened to align services without using existing limited resources.

- *The cost of the redesign should be weighed against the benefits.* The administrative, re-training and developmental costs will be high. The benefits received from the redesign efforts should outweigh the financial.
- *Accessibility of services is not the same as equity.* Both need to be addressed for the system to be fully inclusive of all Oregonians. Realignment and integration of services should provide the same quality of services for everyone but take into consideration the unique needs of special populations.
- *Different areas have different needs.* What is good for an urban area with better access to services and resources does not necessarily mean it provides the same benefit for a rural community. Any change should be done in collaboration with the employers and those that serve the community, whether it is urban or rural.
- *The new system should be accessible to all.* Regardless of where the job seeker enters for services, they will be provided with quality service that is unique to their needs. The current information technology is insufficient to support system redesign – systems and services does not accurately reflect what is needed by employers.

Recognizing that we must still meet our federal obligations, the role of state agencies is to find ways to:

- Work with the Oregon Workforce Investment Board to set standards and expectations for local workforce plans;
- Provide available resources (financial, human resources and in-kind) to help implement those plans;
- Provide technical assistance, training, incentives, cross-pollination to local areas;
- Hold local areas accountable for achieving the results anticipated in their plans, along with data and feedback to improve performance. Reward their success and Implement predictable sanctions for lack of performance.

Follow-up, implementation, and continuing transformation will proceed through program year 2014 and beyond. Check the Workforce System Transformation webpage for the latest info on the process, as well as the full 32-page report:

[www.oregon.gov/COO/Pages/WorkforceSystemTransformation.aspx](http://www.oregon.gov/COO/Pages/WorkforceSystemTransformation.aspx)

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## **Impact of the “Welcome Process” on UI Benefit Costs and Claim Duration – UI Claimant Engagement in Reemployment Activities**

*Based on the analyses discussed below, the Welcome Process part of reemployment services currently saves almost as much money (through reduced duration of UI benefits) as is diverted from the UI Trust Fund.*

### **Background**

Relative to most states, Oregon has had a robust reemployment service program, additionally, Oregon has supplemented federal funding for its program by diverting employer taxes from the UI Trust Fund (to pay UI benefits).

The Oregon Employment Department administers the Unemployment Insurance program and programs that provide reemployment services to Oregonians. UI provides income to eligible workers who have lost their jobs. Reemployment Services include a suite of activities focused on finding job seekers new employment.

UI and Reemployment Services are interrelated. First, they largely share a customer base – nearly all UI claimants are required to register for reemployment services as a condition of receiving benefits. Second, reemployment services can directly impact the cost of UI benefits. Once a claimant gets another job, their benefits usually end. Thus, reemployment services can speed up finding a job and therefore reduce the time a claimant receives UI benefits. This effectively reduces the total amount paid out by the program in UI benefits.

In December 2007 the WorkSource Oregon field office in Eugene, Oregon implemented a comprehensive pilot plan to provide claimant reemployment services early in a claim. Claimants had to register for reemployment services and were required to come into the office for orientation and receipt of an initial set of reemployment services. Based on the results of the pilot, a similar set of activities was expanded statewide in late 2010.

Currently these activities are referred to as the “Welcome Process.” The federal Reemployment and Eligibility Assessment (REA) program has significant overlap with the Welcome Process and now funds a portion of these activities.

### **The Analyses**

There have been three analyses to review the impact of the Welcome Process on UI Claim duration:

- The analysis of the impact of the original Pilot process.
- The analysis of the REA program.

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- The analysis which reviewed Oregon's change in duration relative to other states.

The UI claim duration of the pilot project in the Eugene office was compared to the rest of the state. The pilot project directly reduced claimant duration by an average of ½ week across all UI claimants. However, when adjusting for the unemployment rate, this would add up to 2.6 more weeks of duration savings. Assuming a 1 to 1.5 week savings, a statewide program is estimated to save \$30-45 million annually.

The federally-funded REA process incorporates and overlaps most elements of the Welcome Process. The Welcome Process and REA are now coordinated and handled together. The REA program includes a control group (i.e. that does not receive the initial process). The impact of the REA program was analyzed prior to the Welcome Process being implemented statewide. On average, REA claimants (who participated in the Welcome Process) received 1.1 fewer weeks of benefits compared to the control group. Again, extrapolating statewide would yield savings of \$30 million annually.

The UI programs for each state are required to provide information on the number of initial claims and weeks of benefits claimed to the Department of Labor. This data was reviewed for each state from 2001 through 2013. The difference in the ratio of weeks claimed to initial claims between Oregon and the rest of the nation was analyzed. The post-Welcome Process time period indicated that Oregon reduced UI duration by 0.5 weeks per initial claim (not claimant) relative to the previous period. This level of savings equates to about \$50 million per year.

### **Conclusion**

Although the estimated level of savings has a significant spread—between \$30 and \$50 million annually, each of the analytical methods consistently shows the cost-effectiveness of the Welcome Process.

Oregon employers are taxed to pay for UI benefits, with a system that adjusts the tax rates based on the solvency of the UI Trust Fund. The Welcome Process has helped reduce the tax burden on employers by reducing the outflow from the Trust Fund.

### **Other Evaluation Efforts**

Oregon continues to evaluate the impacts of the workforce system. Initiatives include a renewed interest in further developing Oregon's long-standing system wide performance measurement system and data warehousing, continued



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emphasis on WIA performance analysis and improvement, and an initiative by the OWIB to track the implementation of its strategic plan.

The state has undertaken or plans to undertake the following efforts in the area of program evaluation:

- Data from Oregon's system wide performance measures continues to be available for the employment related indicators, basic skills attainment, and Temporary Assistance to Needy Families (TANF) caseload management. Performance Reporting Information System (PRISM), Oregon's cross-system outcomes accountability system, gathers demographic data on customers served by nearly all workforce partners, assuring that any particular customer group can be broken out, whether a by racial/ethnic minority status, age group, or educational attainment level. These system-wide performance data are available at [www.prism.state.or.us](http://www.prism.state.or.us).
- Oregon is increasing the emphasis on developing the "next generation" data system. Efforts include connecting with a planned data warehouse for Oregon's K-20 education system, a desire for more flexible reporting on system wide data, and warehousing data for the reporting of common measures for federal compliance.
- Annual quality assurance reviews address multiple aspects of program compliance and program improvement.
- Oregon's Labor Market Information System (OLMIS) continues to be responsive to state and local Workforce Investment Board needs by supplying information and analysis that assists with evaluation initiatives. Recent studies have included job and industry growth analysis, industry cluster analysis, studies of the occupational needs and growth of various industries and industry groupings, prioritization of occupations for training, green jobs surveys, employer vacancy surveys, and local/regional profiles; all of these assist in the evaluation of the effectiveness of workforce programs in the state and in developing more targeted and effective programming. OLMIS reports can be found at: [www.qualityinfo.org](http://www.qualityinfo.org)

Additionally, Oregon continues to use research and analysis to evaluate the efficiency and benefits of all our initiatives, as evident in the sections below. Only through a combination of effective strategies and data-driven decisions can we make the best investment choices – especially in times of limited resources. But it must be noted that although program evaluation is required, the loss of the statewide activities funds prevents Oregon from carrying out more robust forms of program evaluation.

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**Cost of workforce investment activities relative to the effect of the activities on the performance of participants.**

The significant economic downturn in Oregon and efforts to establish a common customer pool for all WSO customers (WIA and W-P), combined with lengthy lags in data (such as retained employment or earnings increase) makes calculating some specific costs difficult. In general, the demand for resources by adults, dislocated workers, and youth far exceed the available resources for helping people identify and improve their skills, and obtain the best possible job.

At the local level, there may not yet be a clear enough connection between accounting data and individual participant records to be able to track some cost measures for particular service or set of services. Oregon plans to address these cost issues as we move forward.

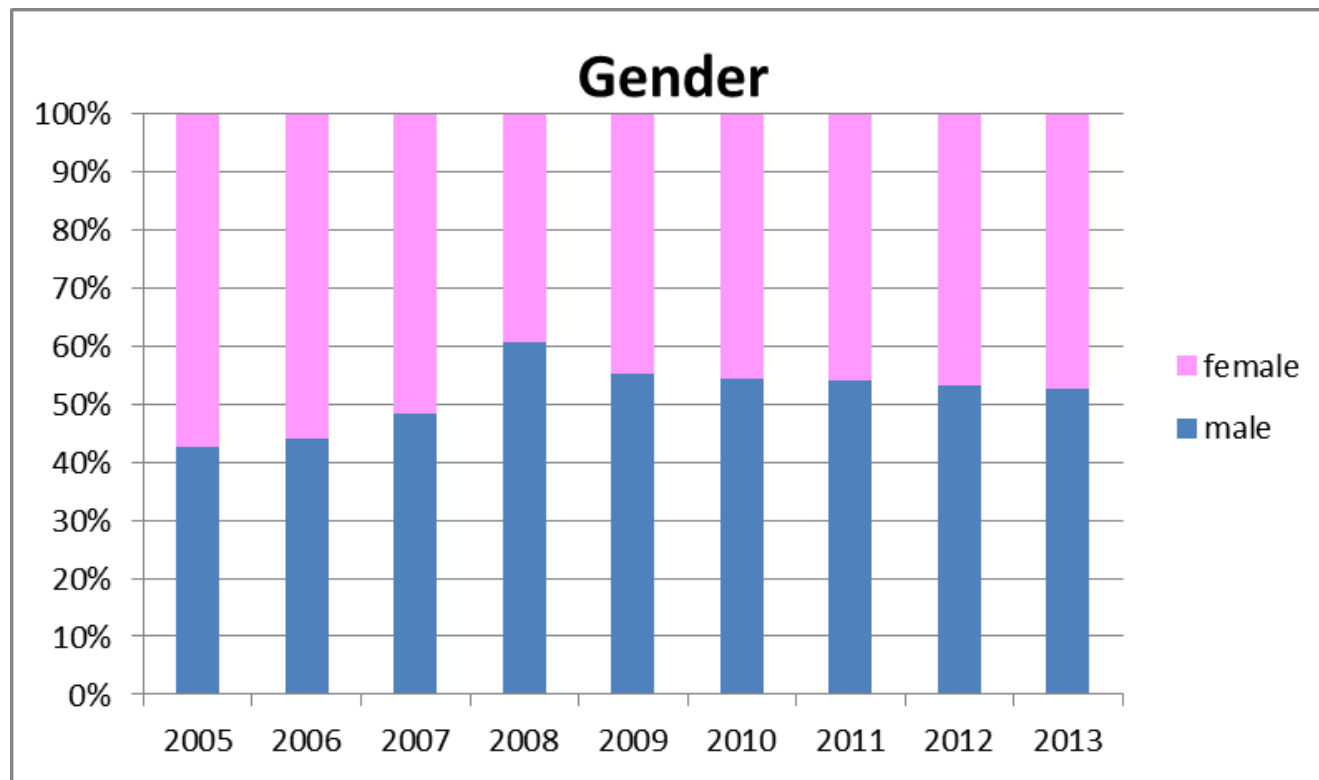
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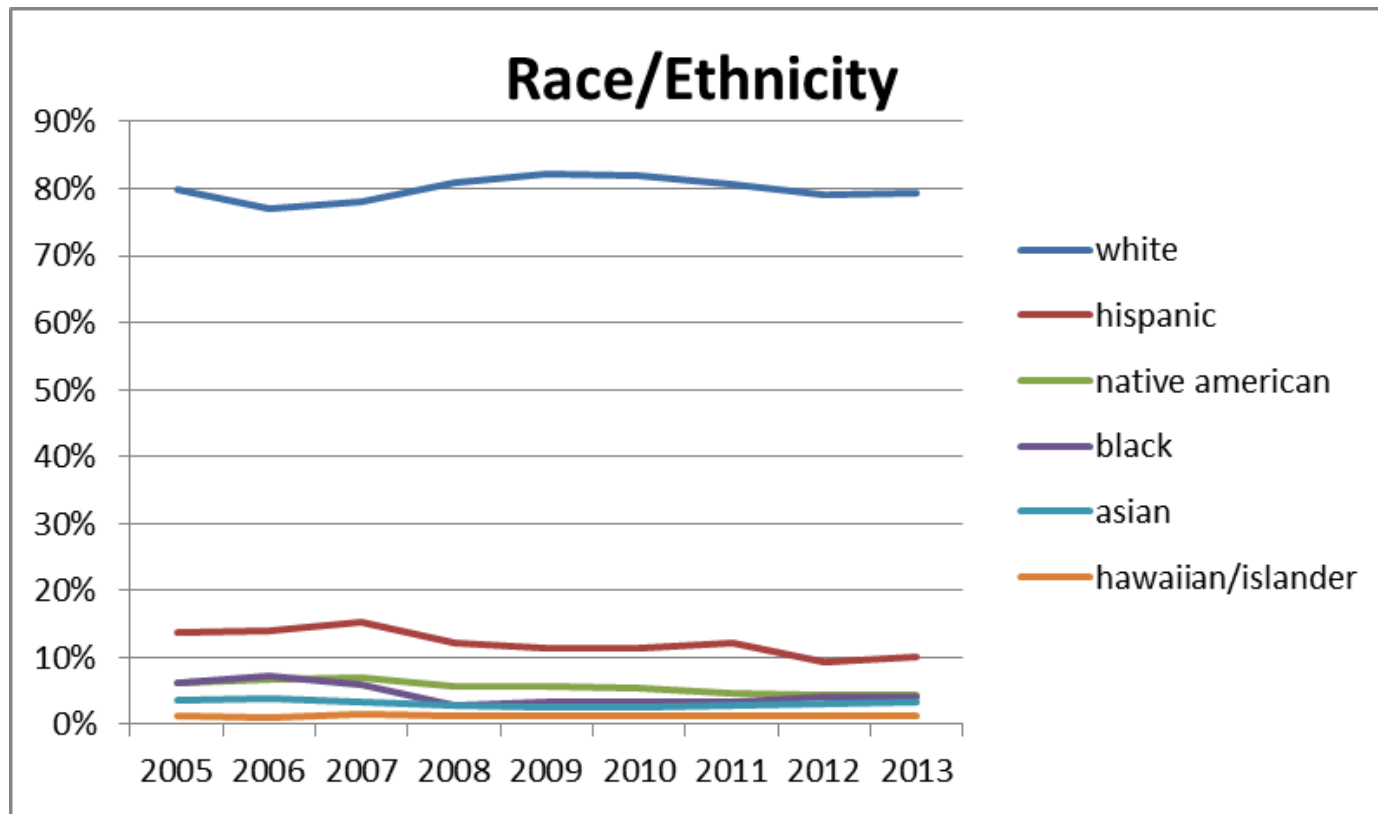
## INFORMATION ON PARTICIPANTS IN THE WORKFORCE INVESTMENT SYSTEM

Participant information for PY 2013 was provided in the WIA Title IB Annual Report Form (ETA 9091); related information follows.

For this section, customer demographics and barriers are looked at in a “trends over time” format, allowing comparisons over multiple program years. The implementation of Oregon’s common registration system and co-enrollment process resulted in huge increases in the *number* of customers served from one program year to the next, for this reason, the following charts are in percentages.

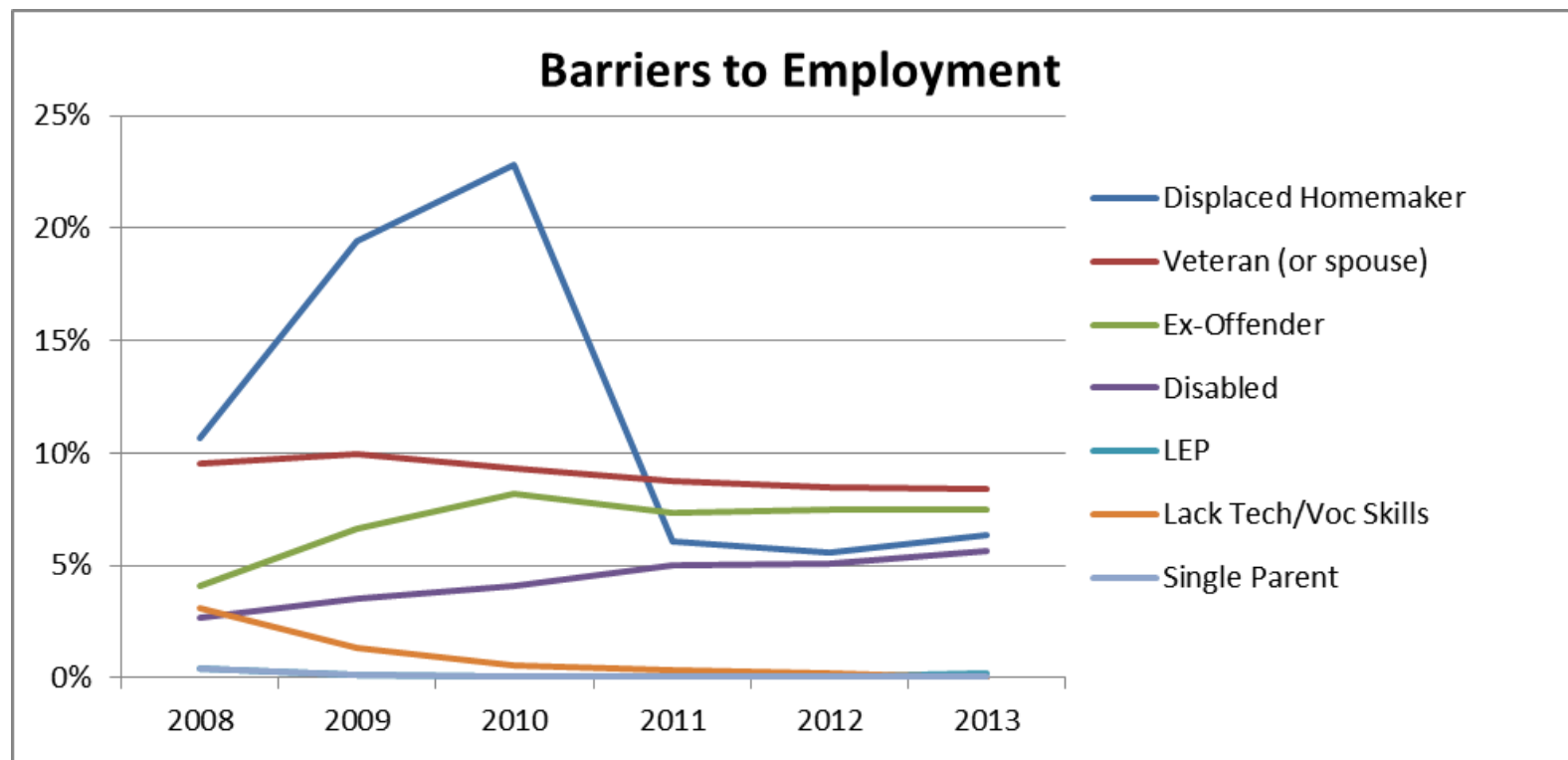
### Demographics



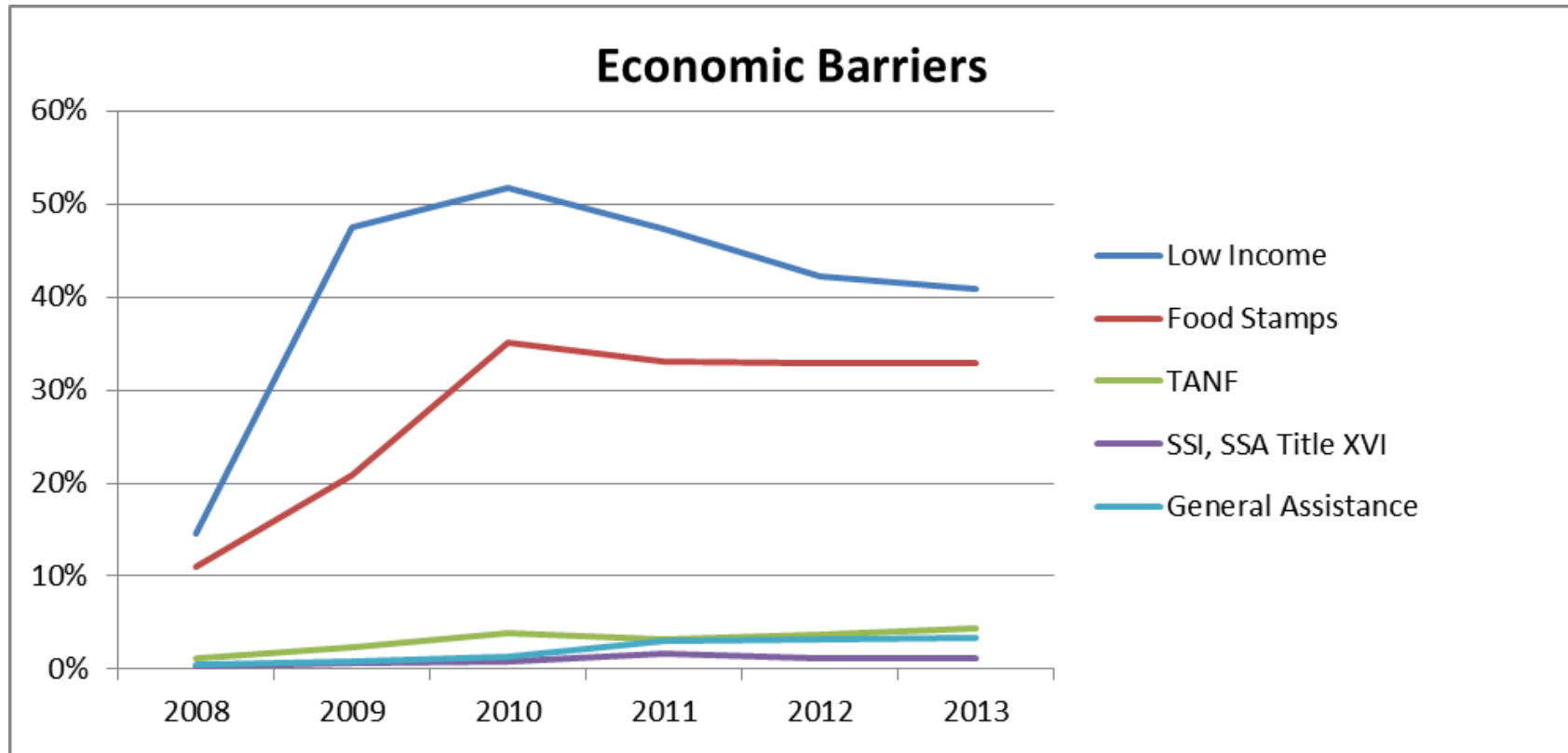


Note: Required reporting categories as determined by DOL/ETA. All information is based on customer self-identification/attestation. (Percent of total customer population who chose to answer; each category is distinct and individual customers may be included in multiple categories.)

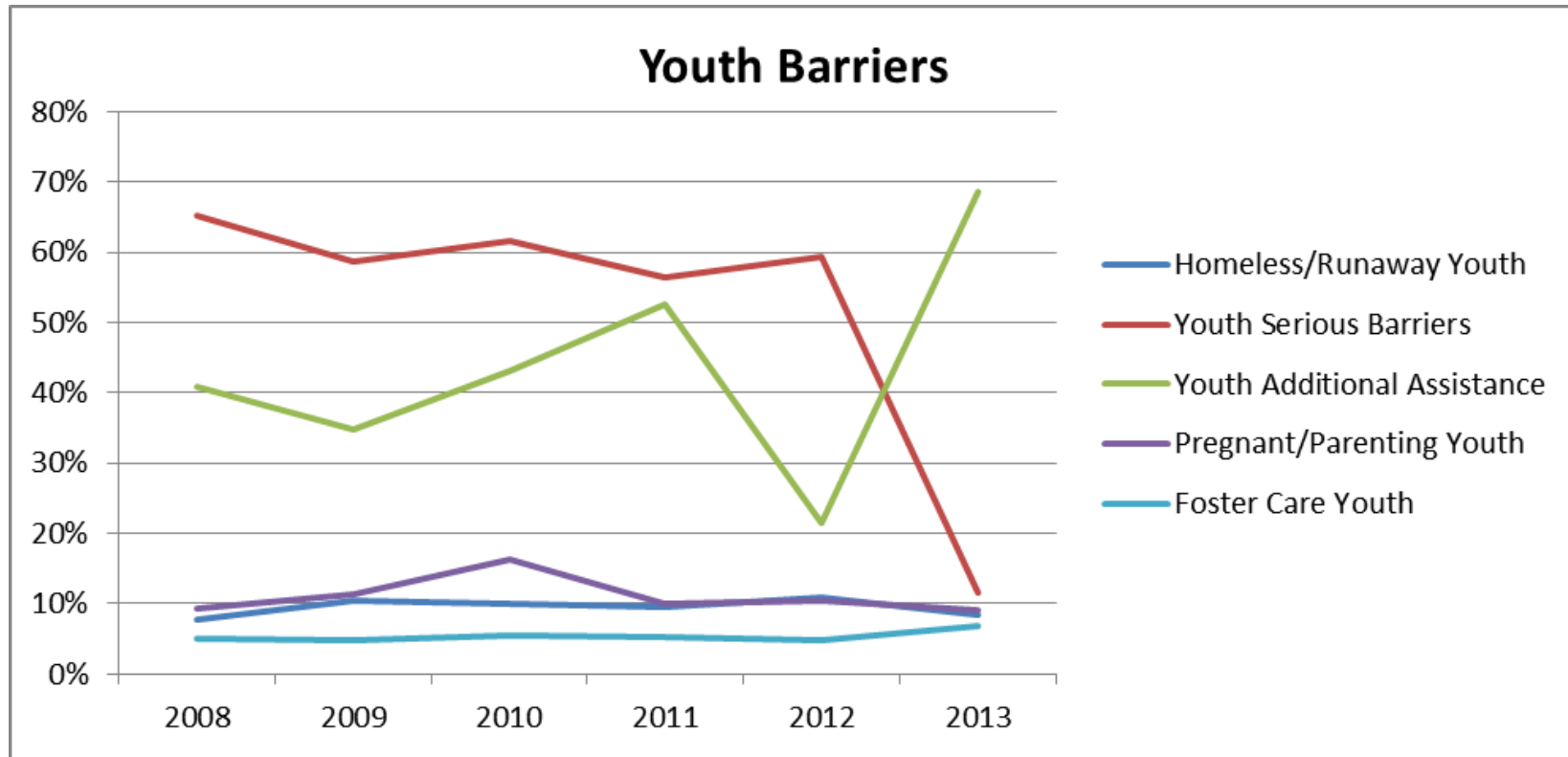
## Barriers



Note: Required reporting categories as determined by DOL/ETA. All information is based on customer self-identification/attestation. (Percent of total customer population who chose to answer; each category is distinct and individual customers may be included in multiple categories.)

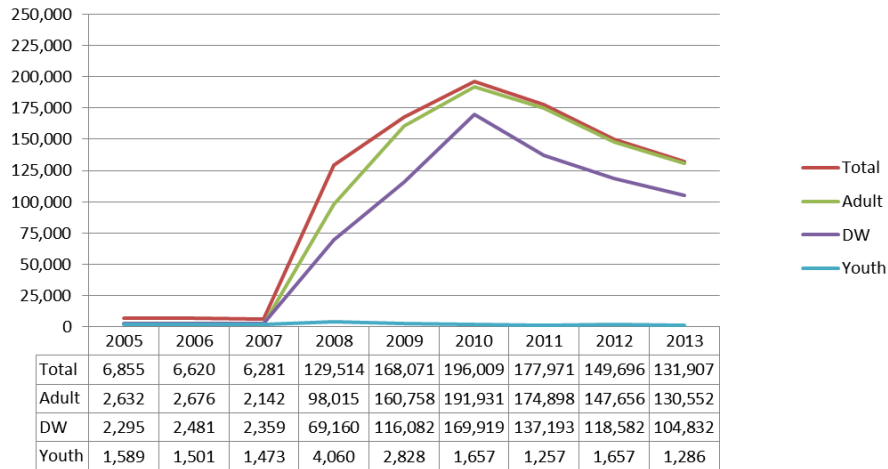


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Note: Required reporting categories as determined by DOL/ETA. All information is based on customer self-identification/attestation.

### Enrolled



### WorkSource Oregon Services Received

Today, WSO staff are serving more Oregonians, in more ways, than ever before. Services are delivered in 38 WSO affiliated facilities across the state. A variety of services are offered, including skill training resources, workshops, and tools designed to help Oregonians find a new or better job in today's competitive job market.

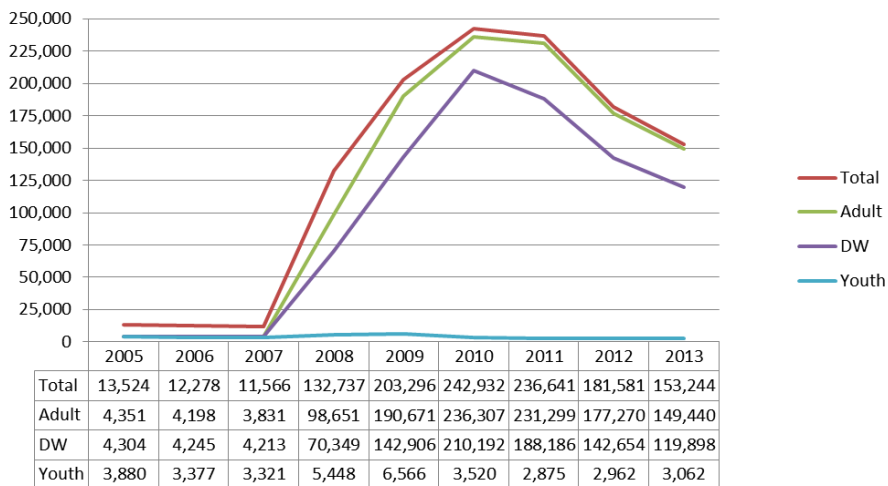
**Enrolled** = number of customer who received their first service in PY##

**Served** = Enrolled + carry-ins from previous PYs

*Note:* Each Program "category" is distinct; individual customers may be included in multiple categories depending upon their eligibility and services received.

Going forward, the state and local delivery systems will continue their commitment to sustaining and strengthening the Integrated Service Delivery model and expanding it to include other federal, state, and local programs and partners.

### Served

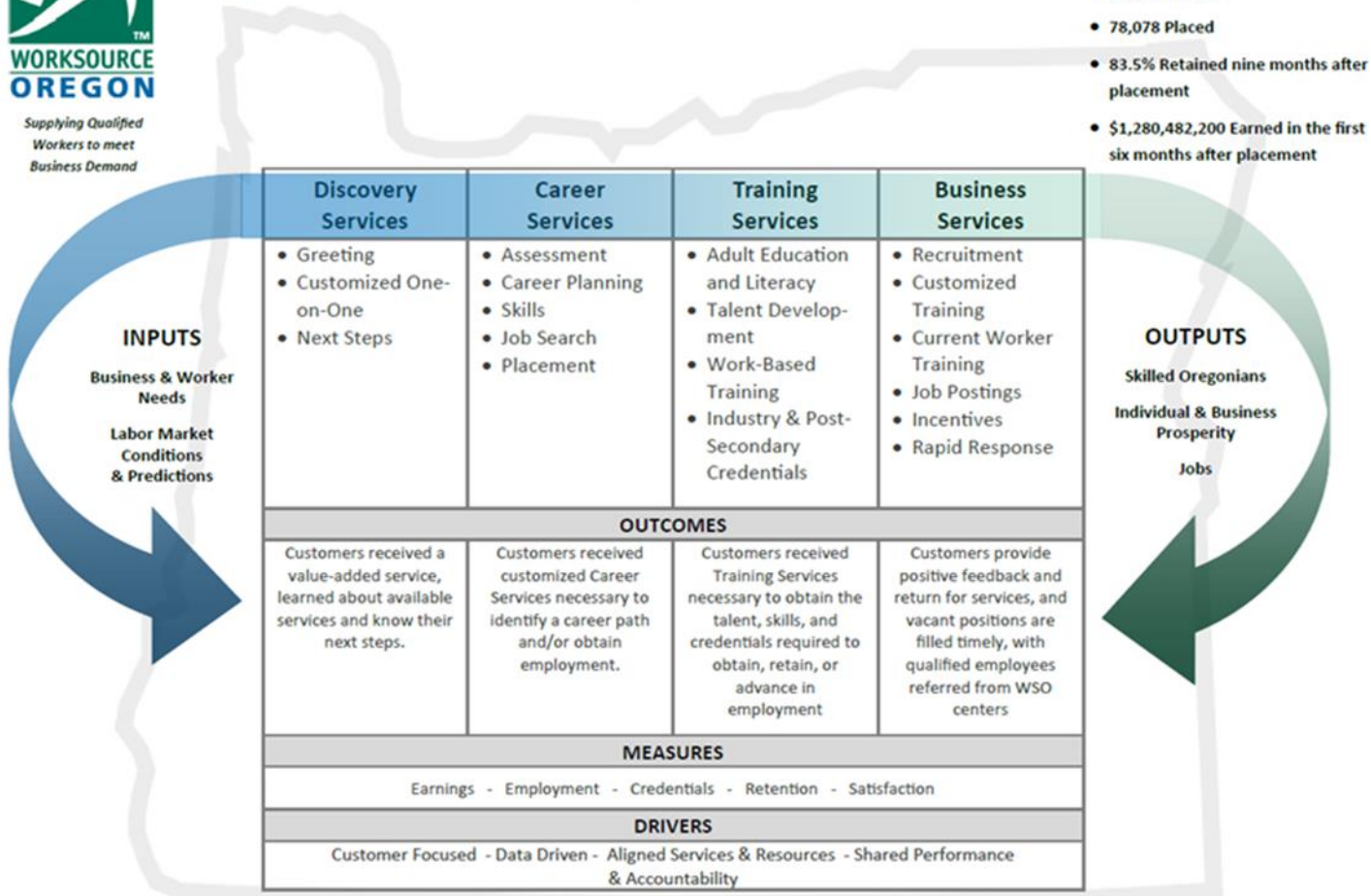




## What it all means:



## Oregon's Public Workforce System



## Serving Veterans

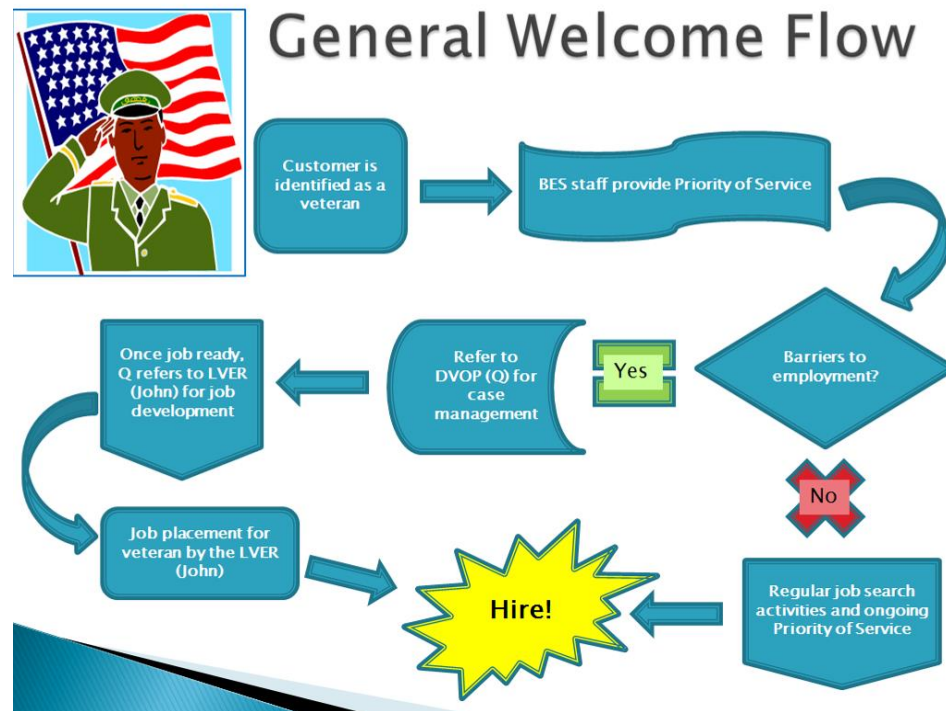
New initiatives in 2013 included the start of the priority of service plan and workflow for veteran's process/requirement from each Disabled Veteran Outreach Program (DVOP) and Local Veteran Employment Representatives (LVERs) staff member and field office management staff. Additionally, the veterans' program coordinator, DVOPs, and LVERs partnered with the DOD Yellow Ribbon Reintegration Program (see below).

**Priority of Service:** Originally mandated by the Jobs for Veterans Act (2002), Priority of Service means that veterans and eligible persons “move to the front of the line” for training and employment services provided under the Workforce Investment Act.

A Joint Policy on Priority of Service for Veterans was issued in 2012, and in 2013, WorkSource Oregon implemented a statewide priority of service plan.

All WorkSource Oregon offices have visible signage that alerts veterans that they have priority in service provision. WorkSource Oregon local offices created customer work flows that provided for ways to identify veterans at the point of entry to aid in making services to the veterans a priority. One office even created a special resource room just for veterans. Central office staff monitor the field offices to ensure that all efforts are made to implement the Priority of Service provision.

This graphic illustrates the general/typical service “flow” for a veteran at a WSO location.



Use this link to access WorkSource Oregon's Joint Policy on Priority of Service for Veterans:

<http://www.worksourceoregon.org/home/documents/workforce-integration/policies-and-procedures/1508-wso-joint-policy-02-12-priority-of-service-for-veterans>



**HIRING OUR HEROES**  
U.S. CHAMBER OF COMMERCE FOUNDATION

2013 Hiring Our Heroes Regional Veterans Event – Oregon and SW Washington  
Veteran's Memorial Coliseum  
1401 N. Wheeler, Portland, OR 97227  
November 14<sup>th</sup>, 2013

**HIRING FAIR: 10:00 AM-2:00 PM**

**EMPLOYMENT WORKSHOP: 9:00 AM**

This Call of Duty Endowment/American Legion co-sponsored hiring event is being conducted by the U.S. Chamber of Commerce Foundation, the Department of Labor Veterans' Employment and Training Service (DOL VETS), the Oregon and Washington Committees for the Employer Support of the Guard and Reserve (ESGR), the U.S. Department of Veterans Affairs, WorkSource Oregon, WorkSource Washington, NBC News, and other local partners.

<b>EMPLOYERS</b> Must register for FREE at <a href="http://HOH.Greatjob.net">HOH.Greatjob.net</a>	<b>JOB SEEKERS</b> Register for FREE at <a href="http://HOH.Greatjob.net">HOH.Greatjob.net</a> to guarantee admission. Walk-ins welcome but space not guaranteed.
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A workshop for veterans and other military job seekers that focuses on resume writing, tips for successfully navigating hiring fairs, military skill translation, and interviewing will start at 9:00 am in The Fountain Room. To register for the Hiring Our Heroes Employment Workshop, visit [hohworks.eventbrite.com/](http://hohworks.eventbrite.com/)

For registration questions, please contact us at [hiringourheroes@uschamber.com](mailto:hiringourheroes@uschamber.com) or call 202-463-5807.



**CALL OF DUTY** ENDOWMENT

**WORKSOURCE**

**NBC NEWS**

**WORKSOURCE OREGON**

[HIRINGOURHEROES.ORG](http://HIRINGOURHEROES.ORG)

monster | [Military.com](http://Military.com) is the official online partner for Hiring Our Heroes | Find Hiring Our Heroes online:    

**Gold Card Program:** OED and CCWD staff continue to work together to develop strategies to implement, monitor, and improve the program throughout the WorkSource Oregon offices. WorkSource Oregon staff continue to ensure that veterans are apprised of the Program and receive the services they need. The offices also monitor the progress of individual veterans through the iMatchSkills® program. The OED provides a quarterly progress report to the DOL on new veterans enrolled in the program and the services they have received. This remains an ongoing project for WorkSource offices.

### Hiring our Heroes

During 2013's Hiring Our Heroes Veteran's Hiring Fair (HOH), WSO staff from five counties came together to support veterans. The team recruited employers from the Portland-Metro area and found sponsors that paid for job fair refreshments and promotion.

HOH attracted veterans from 11 branches of service including Army, Navy, Marine Corps, Coast Guard, and reserve groups. One hundred and thirty-three businesses staffed booths at the fair.

Less than a week after the fair ended, participating employers had held 122 interviews and offered jobs to 87 veterans.

**Military Partnerships:** The Veterans' Program continues its close collaboration with military and veteran organizations to reach out to veterans and employers with the goal of improving veteran's job prospects. The OED, Oregon Military Department, the

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Employer Services for the Guard and Reserve (ESGR), the Department of Defense (Yellow Ribbon Reintegration Program), and the USDOL meet monthly to jointly plan for activities and programs for both exiting National Guard and Reserve Members (Army and Air) as well as other veterans. These programs include career and job fairs, outreach to military installations, and promoting employment to individual businesses and business organizations.

**Other Veterans' Program Services:** The Oregon Employment Department receives and administers a grant from the US DOLVETS called the Jobs for Veterans State Grant (JVSG). The purpose of the grant is to provide employment and training services by Disabled Veteran Outreach Program (DVOP) specialists and Local Veteran Employment Representatives (LVERs).

The DVOPs provide intensive services to individual veterans, including comprehensive assessments, in-depth interviewing, group and individual career coaching, short-term pre-vocational services, and development of an individual employment plan (IEP). These intensive services are provided to veterans who are disabled and/or have significant barriers to employment and veterans ages 18-24 to assist them with achieving or retaining employment.

LVERs contact individual businesses and business organizations to promote opportunities for employment for veterans as well as cultivate job development opportunities for veterans. LVERs work closely with the Oregon Employer Council, local Societies of Human Resources Management (SHRMs) and individual large businesses (i.e. NIKE, INTEL, Columbia Sportswear, etc.) to encourage recruitment and retention of veterans.

**Performance Metrics:** The Oregon Employment Department annually negotiates performance outcomes for Veteran Services with the US Department of Labor, Veterans Employment and Training Services (DOLVETS). These measures track several outcomes for veterans; entered employment rates, employment retention rates, and average wages. New outcome measures were added for Program Year (PY) 2013. They include "Intensive Services Provided to Individuals by DVOPs" and "Total Veterans and Eligible Persons Served by DVOP". These measures were included as part of a new policy requirement instituted by the DOLVETS.

In April of 2014, The DOL-VETS published Veterans Program Letter (VPL) 04-14 which identifies 18-24 year old veterans as an additional group of veterans to be provided intensive employment services and case management services by DVOP staff. Between 2013-present there has been an increase of 38.7% in the intensive employment services provided to veterans by DVOP staff throughout the state of Oregon.

The following table provides the results of the latest Performance Measures (Q3 2014) compared to the Negotiated Measures. Of these measures, 11 of 14 meet or exceed the Expected Outcomes.

Performance Targets for Jobs for Veterans State Grant Funded Staff		
DVOP (source VETS 200A):	3rd Qtr. PY14	PY14 Oregon Goals
Intensive services Provided by DVOP (2014 target only)	38.9%	50%
Total Veterans & Eligible Persons served (2014 target only)	20.2%	25%
Veterans EER Weighted	52%	54%
Veterans ERR	81%	79%
Veterans AE (6 months)	\$14,700	\$15,000
Disabled Veterans EER*	45%	45%
Disabled Veterans ERR**	81%	77%
Disabled Veterans AE (6 months)	\$15,396	\$15,000
Performance Targets for Labor Exchange Services for Veterans		
Labor Exchange Services for Veterans (source ETA 9002D)	3rd Qtr. PY14	PY14 Oregon Goals
Veterans Entered Employment Rate (EER)	51%	47%
Veterans Employment Retention Rate (ERR)	82%	80%
Veterans Average Earnings (AE)	\$16,080	\$15,500
Disabled Veterans EER	48%	44%
Disabled Veterans ERR	82%	78%
Disabled Veterans AE	\$17,159	\$16,000

#### Additional Recognition for Veterans

In 2013, Governor John Kitzhaber proclaimed November to be *Hire a Veteran* month, and November 7<sup>th</sup> to be *Native American Veterans Day*.

From Program Year 2013 to the present, LVERs provided information to federal contractors and sub-contractors on the Office of Federal Contract Compliance Programs' (OFCCP) requirement to list positions in the state labor exchange system (iMatchSkills), to provide equal opportunity and affirmative action for Vietnam era veterans, special disabled veterans, and veterans who served on active duty during a war or in a campaign or expedition for which a campaign badge has been authorized. If a federal contractor or subcontractor would like to know the details on how this may affect the way the contractor posts, recruits or provides preference to veterans and those with disabilities they can visit the DOL website's OFCCP section at: <http://www.dol.gov/ofccp/>

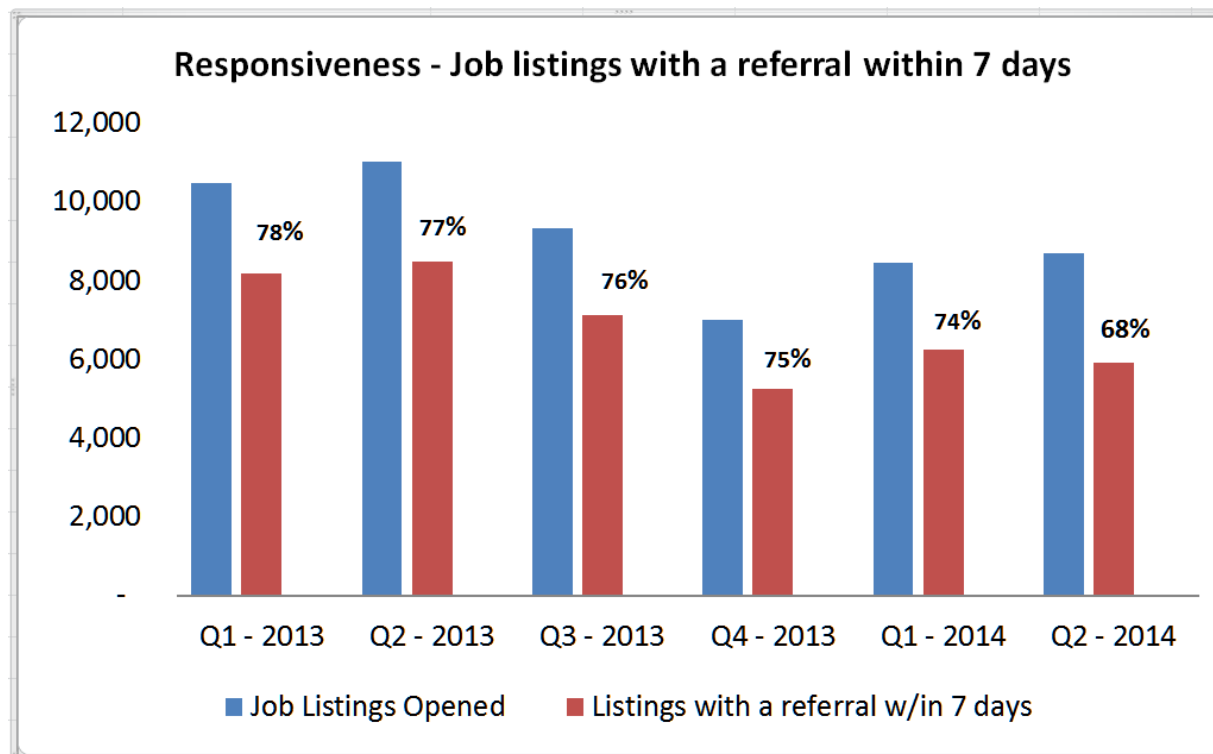


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## **Serving Business – Responsiveness**

In today's fast-paced business environment, the faster WSO can provide employers with quality, qualified applicants, the better it is for the business – and the job seeker.

WorkSource Oregon's Integrated Service Performance Goals include several measures focused on services to businesses, including measuring the timely referral of applicants to open job listings. The chart below shows both the number of job listings opened (per calendar quarter), and the percent and number of those listings to which a referral was made within seven days.



Note: The vertical axis includes numerical values for comparison purposes.

Percentages indicate the percentage of listing with a referral within seven days.

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## **Satisfaction Surveys**

Oregon conducts two primary customer satisfaction surveys of job seekers and businesses that use WSO services. These surveys provide an opportunity to rate the overall quality of provided services. Each survey considers six factors: timeliness, ability to provide services correctly the first time, helpfulness, knowledge and expertise of staff, availability of information, and overall quality of services.

The **Customer/Job Seeker Satisfaction Survey** is automated and sent by email to participants who have completed the “Welcome Process” within the previous 30 days and provided an email address during registration. The survey is distributed monthly to approximately 9,000 participants.

% Good or Excellent	Question
86.0%	How do you rate the <b>timeliness</b> of the services provided by WorkSource Oregon?
85.3%	How do you rate the ability of WorkSource Oregon to provide services <b>correctly</b> the first time?
88.0%	How do you rate the <b>helpfulness</b> of WorkSource Oregon employees?
86.6%	How do you rate the <b>knowledge</b> and expertise of WorkSource Oregon employees?
83.6%	How do you rate the <b>availability of information</b> at WorkSource Oregon?
84.5%	How do you rate the <b>overall quality</b> of services provided by WorkSource Oregon?

The **Business Satisfaction Survey** is conducted by telephone and employers are contacted after they close a job listing. The survey is conducted using a convenience sampling method.

% Good or Excellent	Question
99.1%	How do you rate the <b>timeliness</b> of the services provided by WorkSource Oregon?
98.6%	How do you rate the ability of WorkSource Oregon to provide services <b>correctly</b> the first time?
99.1%	How do you rate the <b>helpfulness</b> of WorkSource Oregon employees?
99.5%	How do you rate the <b>knowledge</b> and expertise of WorkSource Oregon employees?
97.6%	How do you rate the <b>availability of information</b> at WorkSource Oregon?
99.5%	How do you rate the <b>overall quality</b> of services provided by WorkSource Oregon?

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## PROGRAM PERFORMANCE

CCWD has a long history of working with and supporting local efforts to meet and exceed state, federal or local performance measures. Performance measures are an integral part of CCWD's work and are incorporated into the services provided through community colleges, the federal WIA Title IB and Title II programs, and Carl D. Perkins Vocational and Technical Education programs.

Federal performance measures include the US Office of Management and Budget common measures that now affect WIA Title IB, WIA Title II, and Carl D. Perkins programs.

**Oregon met or exceeded all WIA performance targets for PY 2013, with the exception of Literacy and Numeracy Gains for WIA Youth;** WIA performance tables were submitted to DOL/ETA in fall 2014.

### Cross-program Measures and Reporting

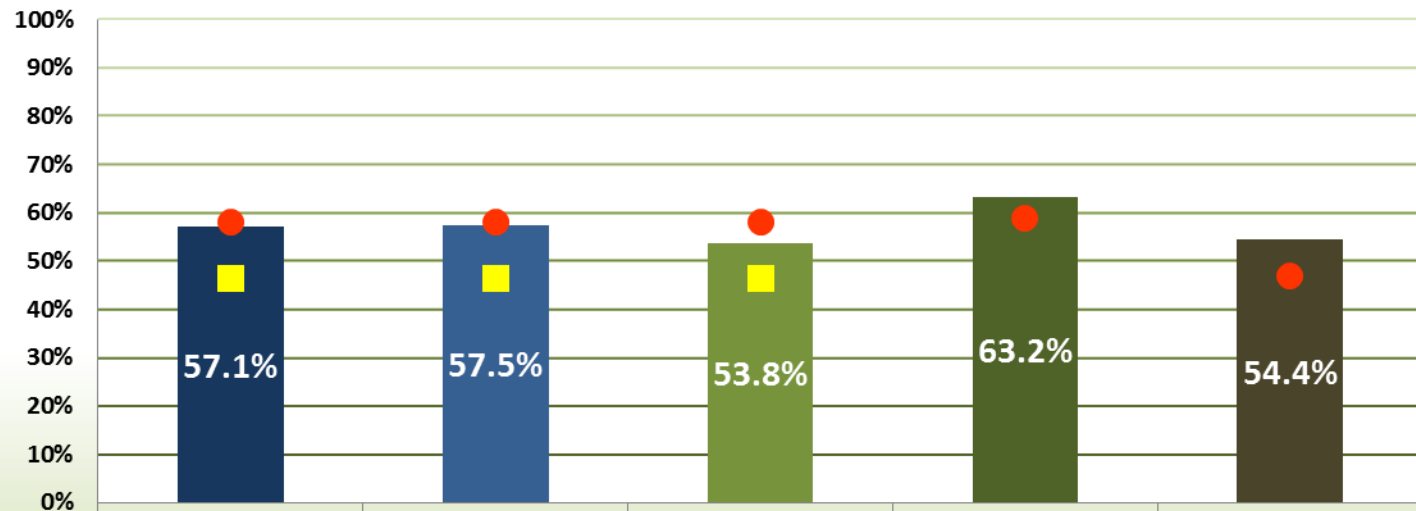
Oregon's emphasis on creating a "shared customer" across programs and integrating service delivery has had numerous effects on service tracking and performance reporting. Most notable are:

- An overwhelming increase in the number of customers served by multiple programs – which affects percentage-based performance
- The negotiation between state and federal agencies of shared performance targets between WIA Title IB and Wagner-Peyser employment services – while each program cohort will have different total denominators, the target number(s) for Entered Employment, Employment Retention, and Average Earnings will be the same for WIA Adults and Dislocated Workers and Wagner-Peyser customers
- Creation of a cross-program performance report that includes the measures and programs in the preceding bullet, plus performance results for Trade Act, Veterans and WIA Youth participants

Charts on the following pages illustrate our cross-program reporting and include PY 2013 performance targets and results by program. Each of the first three charts displays an individual performance measure across all programs to which it applies; the fourth chart displays all performance measures that apply to the WIA Youth program; these are followed by "trend over time" comparisons.



## PY 2013 Entered Employment Rate by Program

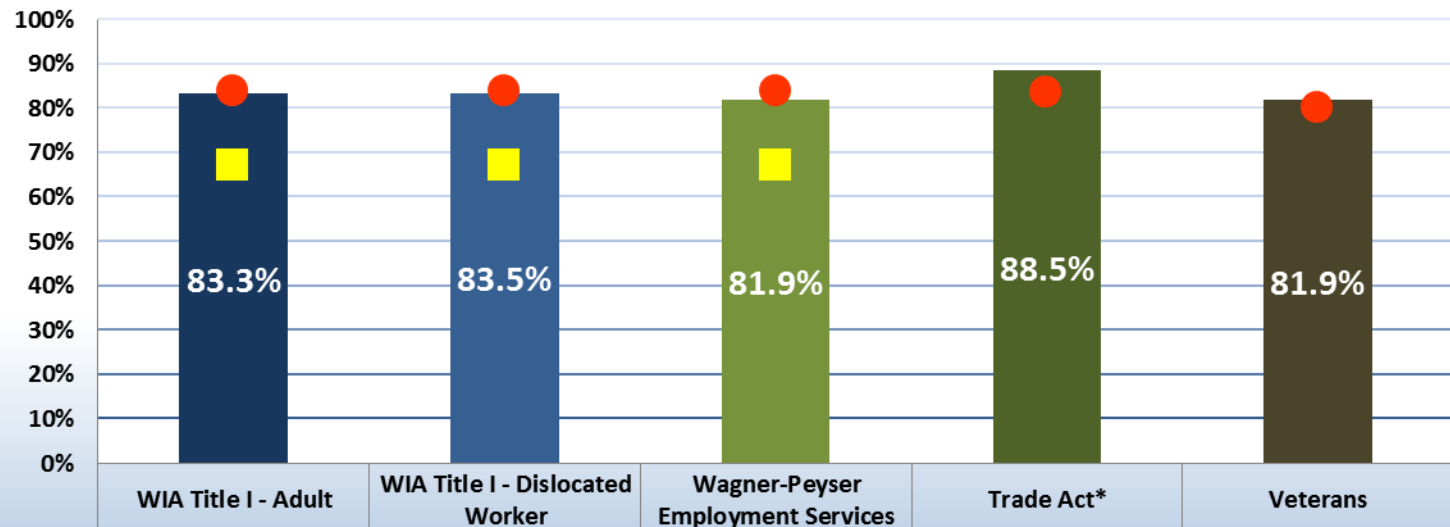


■ Actual Performance	57.1%	57.5%	53.8%	63.2%	54.4%
● Negotiated Performance	58.0%	58.0%	58.0%	58.9%	47.0%
■ 80% of Neg. Perf.	46.4%	46.4%	46.4%		

Negotiated Performance: The rate negotiated with U.S. DOL. All programs except Veterans' and Trade Act qualify as meeting performance if the actual rate is within 80% of the negotiated rate.

\*Trade Act performance levels are for the most recent Trade Act Fiscal Year for which (wage) data is available, October 1, 2012 through September 30, 2013. Note: Trade Act does not have the 80% performance threshold that is available to WIA and W-P.

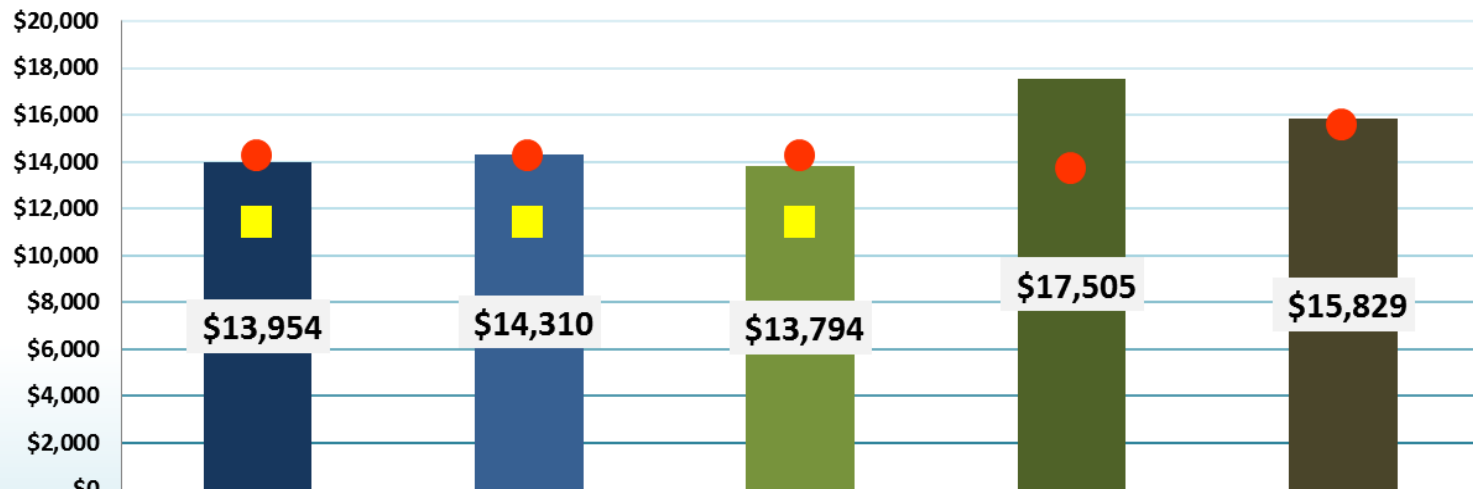
## PY 2013 Employment Retention Rate by Program



Negotiated Performance: The rate negotiated with U.S. DOL. All programs except Veterans' and Trade Act qualify as meeting performance if the actual rate is within 80% of the negotiated rate.

\*Trade Act performance levels are for the most recent Trade Act Fiscal Year for which (wage) data is available, October 1, 2012 through September 30, 2013. *Note:* Trade Act does not have the 80% performance threshold that is available to WIA and W-P.

## PY 2013 Average Earnings by Program

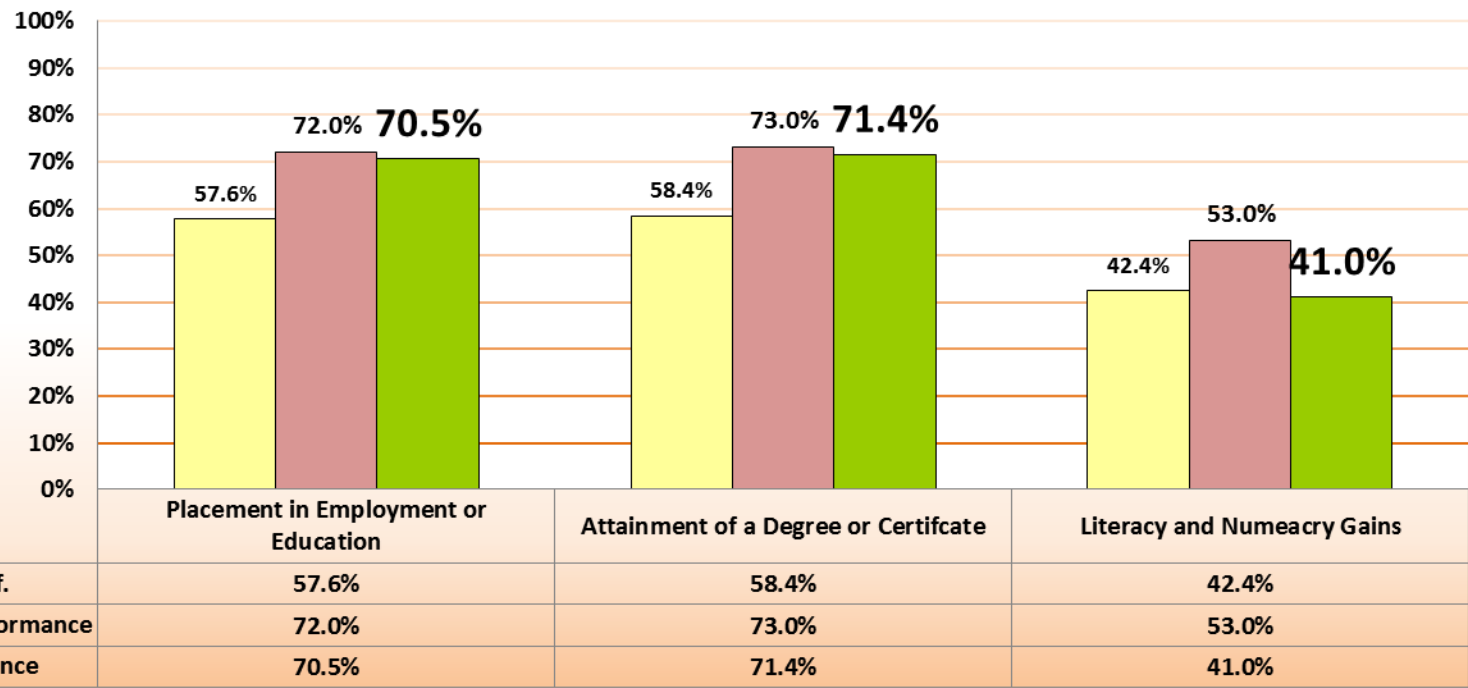


	WIA Title I - Adult	WIA Title I - Dislocated Worker	Wagner-Peyser Employment Services	Trade Act*	Veterans
■ Actual Performance	\$13,954.10	\$14,310.40	\$13,794.00	\$17,505.00	\$15,829.00
● Negotiated Performance	\$14,200.00	\$14,200.00	\$14,200.00	\$13,660.00	\$15,500.00
■ 80% of Neg. Perf.	\$11,360.00	\$11,360.00	\$11,360.00		

Negotiated Performance: The rate negotiated with U.S. DOL. All programs except Veterans' and Trade Act qualify as meeting performance if the actual rate is within 80% of the negotiated rate.

\*Trade Act performance levels are for the most recent Trade Act Fiscal Year for which (wage) data is available, October 1, 2012 through September 30, 2013. *Note:* Trade Act does not have the 80% performance threshold that is available to WIA and W-P.

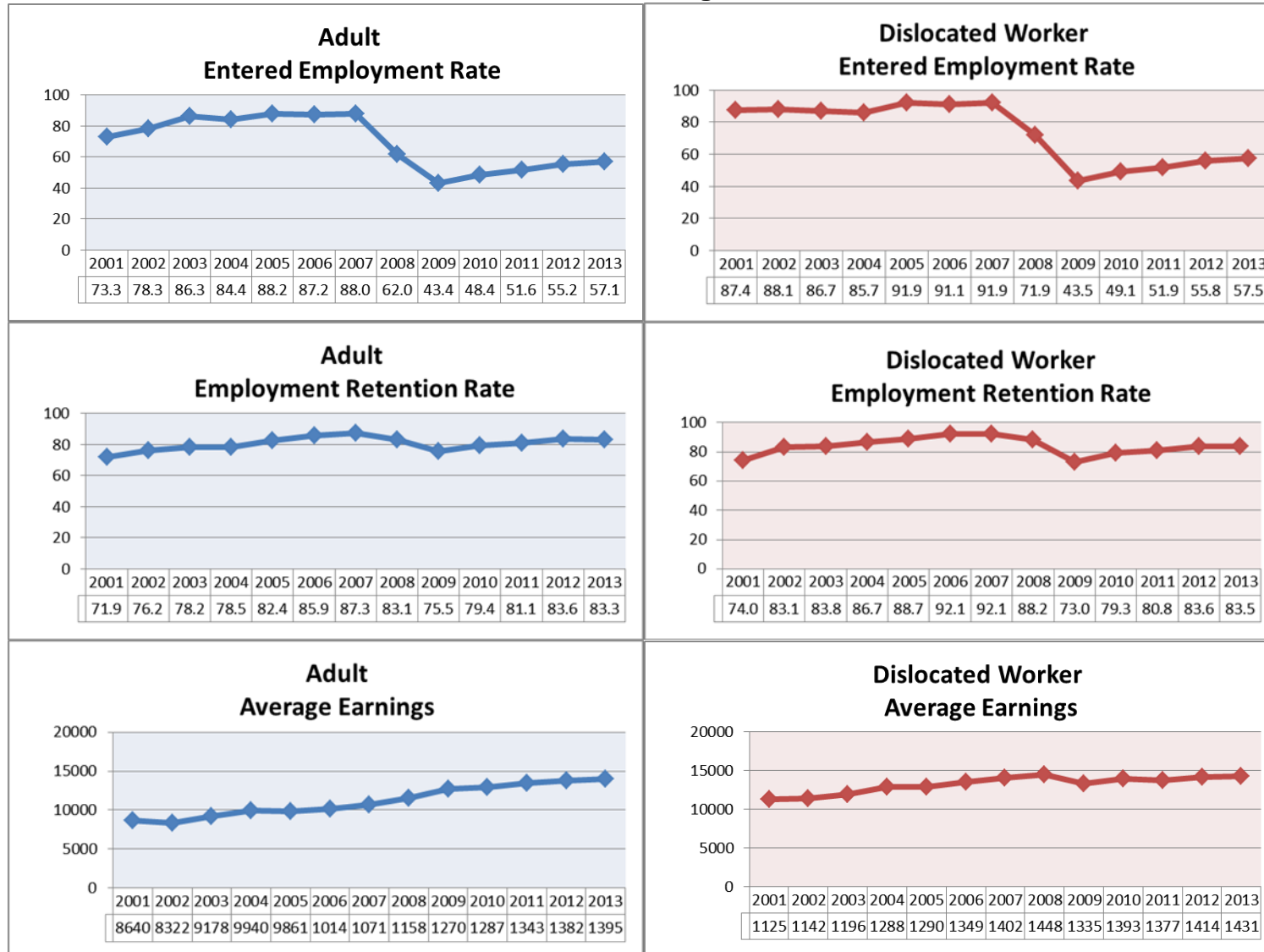
## PY 2013 WIA Youth Program Performance (Ages 14-21)



Negotiated Performance: The rate negotiated with U.S. DOL.

This chart layout differs from the preceding pages in that all measures for the WIA Youth program are displayed on a single chart.

## Trends Over Time – Adult and Dislocated Worker Programs



These charts illustrate the effect that common registration and co-enrollment (begun in 2007-08) had on performance measures in Oregon.

The horizontal axis indicates the Program Year and the corresponding performance target.

The vertical axis depicts actual performance – percentages for *Entered Employment* and *Retention*; dollars for *Average Earnings*.

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## UNIFORM REPORTING

Transforming multiple diverse systems into one integrated system has been an incremental process that has resulted in challenges to reporting aggregate numbers accurately.

Although our common customer registration process enrolls customers in all of the W-P and WIA Adult programs for which they are eligible, both W-P and WIA services are still tracked separately.

The user interface layer of this shared system is the WorkSource Oregon Management Information System (WOMIS), a multi-application customer- and staff-accessed system that comprises Customer Registration, Program Eligibility Determination, iMatchSkills® (labor exchange), Trade Adjustment Assistance, some WIA Service Tracking, and other customer services and resources.

Implementing and enhancing WOMIS requires ongoing analysis and research, extensive information technology programming and coding, statewide hardware and software changes, and continuing fine-tuning, enhancements, and troubleshooting.

User groups made up of state and local staff continue to monitor the MIS elements for consistency and needed changes. In addition to WOMIS, each Local Workforce Investment Area (LWIA) must use a management information system to record, track, and report on customer data for individuals participating in WIA-funded services and activities.

CCWD encourages all local areas to deploy a customer record tracking and retention process that is efficient and effective for staff and customers, supports a data and file structure that is consistent statewide, and honors the federal Paperwork Reduction Act and state paperless initiatives.

Discussions between CCWD and the Oregon Workforce Partnership (OWP) spotlighted the benefits of a single statewide WIA customer tracking system. The OWP selected a system that they feel meets their individual and collective business need(s), and all LWIAs use a single MIS system statewide (I-Trac). Customer demographic and service data is consolidated and checked for errors at the state level before being reported to DOL. At the state level, MIS elements are being reported uniformly, and Oregon's goal is standardization of reporting elements at the local level as well.

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## PROMISING PRACTICES and RECENT ACCOMPLISHMENTS

### Certified Work Ready Communities (CWRC) and the National Career Readiness Certificate (NCRC)



Oregon's Governor has identified the NCRC as one of his administration's key workforce development strategies. The NCRC is now a foundational piece of Oregon's Certified Work Ready Communities Initiative, and is a key component of the OWIB strategic plan. CCWD is the lead agency at the state level, and Oregon's seven LWIBs operationalize the initiative and convene numerous partners locally to achieve certification.

WorkSource Oregon centers have been designated as the primary "front door" to the NCRC program for employers and job seekers. In addition, high schools throughout the state are now administering the NCRC, allowing even greater access to testing sites and increased opportunities for students and the emerging workforce.

Counties began the CWRC certification process in January 2013. As of November 2014, several counties including: Clatsop, Washington, Deschutes, Multnomah, and Union are close to reaching certification status.

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Implementing the NCRC and CWRC initiatives has resulted in:

- More than **35,000 certificates awarded to job seekers**
- Receipt of nearly **2,000 Letters of Support from Oregon employers**
- Establishment of a CWRC Sub-Committee of OWIB comprised of private and public sector leaders to guide the growth of CWRC and NCRC
- Improved, more robust and user friendly website including promotional & training materials

The NCRC is also part of the **Back to Work Oregon** program, designed to help recovering Oregon companies fill more job vacancies while helping Oregonians get back to work sooner – addressing both the needs of businesses for skilled workers and the needs of Oregonians to have job-specific, certified, transportable skills. CCWD oversees and manages the program from the state level, and Oregon's seven LWIBs operate the program locally.

The Back to Work Oregon program consists of two components:

- On the Job Training (OJT) – a “hire-first” program that reimburses a company for the cost of training a new employee. A rigorous training plan is put into place by the company, which leads to employee retention of that job. The employee becomes a taxpayer by drawing a paycheck during training and beyond.
- NCRC – demonstrates that an individual has the foundational skills necessary to succeed in the training plan and on the job, while providing the individual with a portable credential for future career growth.

The Back to Work Oregon program was resourced with a \$3.4 million investment from Oregon's general fund to place **663 Oregonians into long-term jobs**; Local Workforce Investment Boards matched the investment ...putting an **additional 662 unemployed Oregonians back to work** using local federal and non-federal resources.

For more information about the NCRC in Oregon, including press releases and success stories, visit [www.OregonNCRC.org](http://www.OregonNCRC.org).

### **Back to Work Oregon**

The *Back to Work Oregon* program was one of Governor Kitzhaber's first five job creation strategies, launched in 2011, to get the Oregon economy back on track. The program was resourced with a \$9.2 million investment from the Oregon Legislature, matched by Oregon's Local Workforce Investment Boards, and supported by Oregon Employment Department staff. *Back to Work Oregon* has placed 2,342 Oregonians into On-the-Job Training (OJT).



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Given the goal of 3,651 placements during the period of July 1, 2011 to June 30, 2015, *Back to Work Oregon* (BTWO) is set to meet the goal of more than 3,500 unemployed Oregonians placed into permanent jobs. Additionally, more than 1,500 BTWO participants have earned a National Career Readiness Certificate (NCRC).

**Value-Added Training:** Back to Work Oregon addresses both the needs of business for skilled workers and the needs of Oregonians to have job-specific, certified, transportable skills. The program consists of two components:

- **On-the-Job Training (OJT)** which is a “hire-first” program that reimburses a company for the cost of training a new employee. A rigorous training plan is put in place by the company which leads to employee retention in the job. The employee becomes a taxpayer by drawing a paycheck during training and beyond.
- **Oregon’s National Career Readiness Certificate (NCRC)**, which demonstrates that an individual has the foundational workplace skills necessary to succeed in the training plan and on the job, and provides the individual with a national portable credential for future career growth.

The Oregon Department of Community Colleges and Workforce Development (CCWD) oversees and manages the program from the state level and Oregon’s seven Local Workforce Investment Boards operate the program locally in collaboration with the Oregon Employment Department through WorkSource Oregon.

**" The National Career Readiness Certificate helps validate critical foundation skills. It fits right into our model and overall training strategy."**

**Jon Ostling, Employer, Training Manager, Cascade Steel Rolling Mills, McMinnville, OR**

**"I must have filled out over 200 applications. I didn't get one phone call in return. Now I'm in a job with an opportunity for advancement, and it feels good to be able to pay my bills and take care of my family again."**

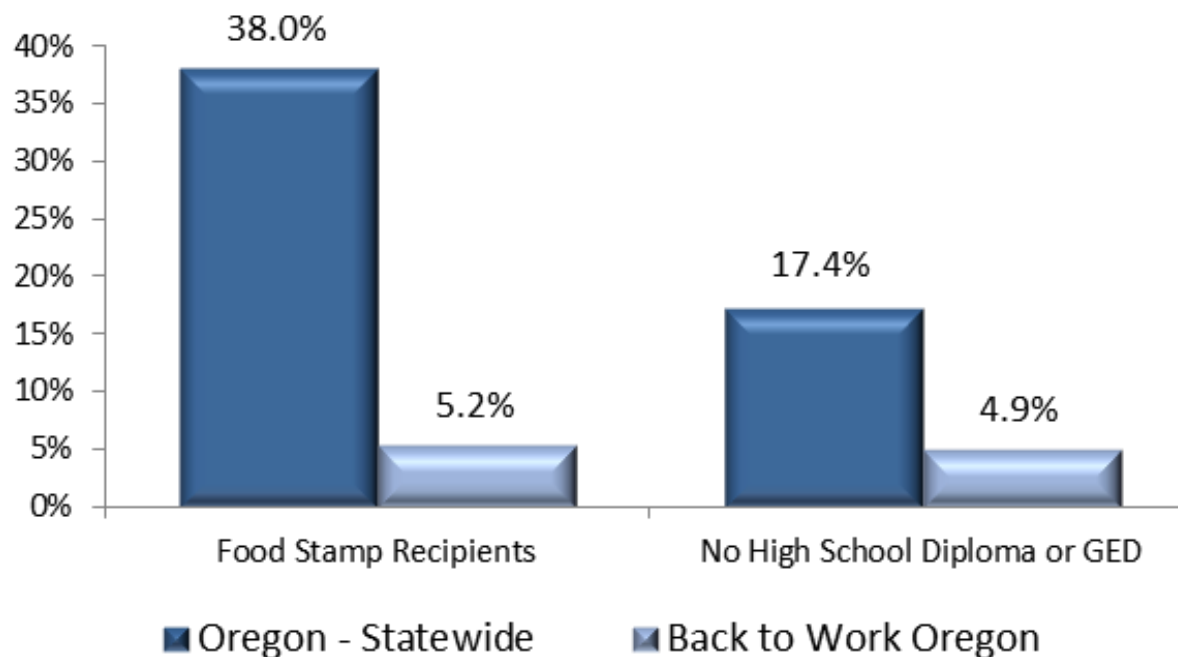
**Shawn Welch, Program participant, Service Technician, Home Comfort Hearth & Patio, Medford, OR**

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Preliminary Results (July 2011 through May 2014):

▪ Number of OJT - BTWO placements	2,342
▪ Percentage of OJT goal reached to-date	65%
▪ Number of businesses providing OJT openings	745
▪ Number of businesses recognizing the NCRC in their hiring process	1,700

**Addressing Barriers to Employment:** Participants in *Back to Work Oregon* were Oregonians who were at least 18 years of age and had been unemployed an average of 11 months. 23.5% of *Back to Work Oregon* participants and 45.9% of the matching OJT trainees entering the program were receiving unemployment benefits or had exhausted their claims. In addition, 5.2% of participants statewide were receiving food stamps with some rural areas reporting as many as 50 percent of program participants receiving food stamps. Clearly, *Back to Work Oregon* has positively affected the lives of those living with diminished incomes.



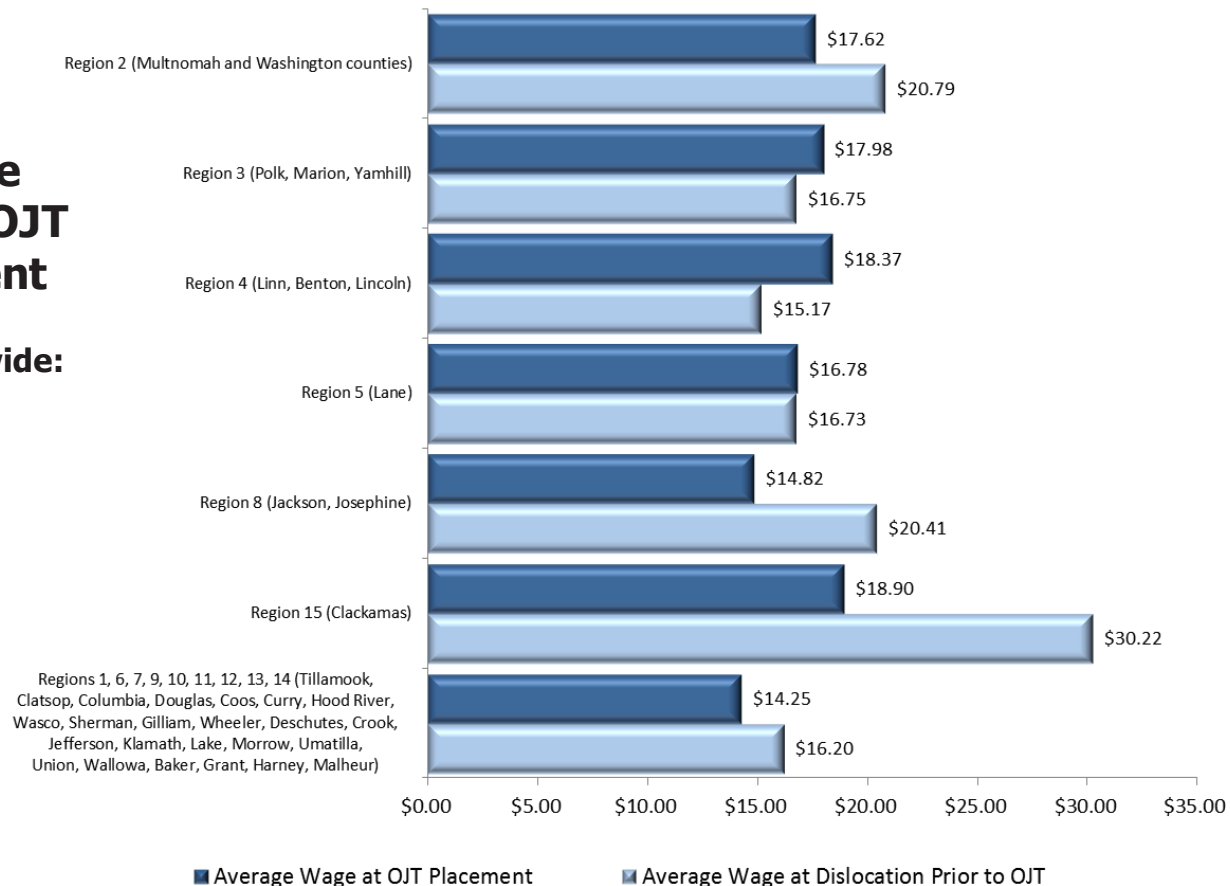
*Back to Work Oregon* was also quite effective at serving those with lower levels of educational attainment. Since the beginning of *Back to Work Oregon* 17.4 percent of all Oregonians had less than a high school diploma or GED. During the same time period only 4.9 percent of those who received training through *Back to Work Oregon* did not have a high school diploma or GED. Despite the lack of a credential to indicate a level of education completed,

*Back to Work Oregon* participants had the opportunity to earn a National Career Readiness Certificate (NCRC) enabling them to document their employable skills in reading, math and problem solving.

**Trainee Wages:** When dislocated workers enter new jobs, they typically have to start over and as a result, start at a lower wage. The average Dislocated Worker Wage Replacement rate in the year prior to *Back to Work Oregon* was 80 percent, according to the Department of Community Colleges and Workforce Development. In contrast, *Back to Work Oregon* participants were able to start new jobs at 88 percent of their previous earnings. Three of the seven workforce areas increased the average wage of trainees. Those in rural areas of the state were able to replace almost 90 percent of their previous earnings despite the much more significant impact of the recession in these communities.

## Average Wage at OJT Placement

Total Statewide:  
**\$17.61**



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### What does this mean for Oregon?

As a strategy to meet the ongoing business demand for skilled employees, *Back to Work Oregon* has strengthened working relationships between businesses and WorkSource Oregon resulting in increased prosperity for workers, businesses and the public.

Since 2011 the Oregon Legislature has invested \$9.2 million in *Back to Work Oregon* (matched by Local Workforce Investment Boards). The return on this investment to date has been:

- 1,593\* OJT participants earned an average wage of \$17.11/ hour (about \$28,700 annually\*). In one year, this resulted in earnings of approximately \$99.7 million for *Back to Work Oregon* program participants.
- At Oregon's nine percent tax rate, this would result in an estimated \$9 million in additional tax revenue in a single year.
- *Back to Work Oregon* also reduced reliance on public assistance and Unemployment Insurance.

(\*less than placed because only those exited before 4/1/13 are counted in order to calculate a year's worth of wages.)

The largest number of participants were hired into the manufacturing industry, followed by professional business services, financial services, trade, transportation, and utilities. Of the top 30 occupations program participants entered, 18 are categorized nationally as having a "bright outlook" and 12 are categorized as "green" occupations.

"Bright outlook occupations are expected to grow rapidly in the next several years, will have large numbers of job openings, or are new and emerging occupations. Green economy activities and technologies are increasing the demand for occupations, shaping the work and worker requirements needed for occupational performance, or generating new and emerging occupations." (Source: O\*NET OnLine)

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## **Impact of Administrative Process Changes to the Work Opportunity Tax Credit Program in Oregon**

*In Oregon, the WOTC program was facing massive and increasing backlogs due to an economic downturn that dramatically increased the number of individuals eligible for the program; no additional federal resources were allocated to meet this demand. The Oregon Employment Department, working in partnership with the Department of Human Services, upgraded its administrative processes, including incorporating greater automation. The process now uses fewer resources while handling a greater volume.*

The federal Work Opportunity Tax Credit (WOTC) program is designed as an incentive for businesses to hire individuals that consistently face significant barriers to employment. The main objective of this program is to enable the targeted employees to move from economic dependency into self-sufficiency as they earn a steady income and become contributing taxpayers. The largest WOTC categories (about 80% of applications in Oregon) are workers who are, or recently were, receiving Supplemental Nutrition Assistance Program (SNAP, i.e. Food Stamps) and Temporary Assistance to Needy Families (TANF). Other categories include veterans, the disabled, and felons reentering the workforce. Depending on the category, the tax credit can range from \$2,400 to \$9,600. In general, employers must employ an eligible worker for 10 weeks in order to qualify for the full credit. Each hire needs to be “certified” that it meets WOTC requirements, and the program is administered at the state level.

In Oregon, Oregon Employment Department (OED) staff administer the program. Program components were managed manually for many years: staff received the application, made a determination, and certified the tax credit; information on each application was retrieved and reviewed. Program staff had access to Department of Human Services (DHS) eligibility computer screens to look up the information for each application related to SNAP or TANF. The scale of the program was small enough that the 1 to 2 staff assigned to WOTC could come close to keeping up, with occasion temporary staff assigned to catch up.

However, as 2007-08 ushered in a national recession, the number of certifications – and staff workload – changed dramatically. In the span of a few years, the volume of applications, determinations, and certifications increased by a factor of five or six. Nationally, Oregon saw similar growth (see table below), but no additional federal resources were allocated to administer WOTC. Continuing high volumes of applications in Oregon and limited state and federal resources meant that the ability of the staff to keep up changed. In Federal Fiscals Years 2013 and 2014, there were more than 100,000 applications in Oregon, when 10 years before there were fewer than 15,000.

## WOTC Application and Certification History

Year (FY)	New Applications	Certifications	Denials	Total Determinations	Percent Certified
2001	8,286	3,567	5,198	8,765	41%
2002	11,464	4,513	7,109	11,622	39%
2003	9,039	3,987	5,142	9,129	44%
2004	5,658	2,182	3,203	5,385	41%
2005	22,417	7,822	12,544	20,366	38%
2006	11,515	3,372	4,746	8,118	42%
2007	27,859	5,230	143	5,373	97%
2008	17,657	9,592	21,186	30,778	31%
2009	19,103	10,216	15,583	25,799	40%
2010	27,729	5,744	12,448	18,192	32%
2011	29,398	6,001	6,218	12,219	49%
2012	14,581	10,244	6,034	16,278	63%
2013	62,632	8,999	9,786	18,785	48%
2014	40,247	38,954	35,935	74,889	52%

In 2010, OED staff began working on strategies to address the workload, initiating discussions with DHS staff on methods to increase administrative efficiency. By late 2010, there was a 15-month backlog (40,000 applications) in certifying WOTC applications – worth approximately \$50 million to Oregon employers...and the backlog was continuing to grow. OED and DHS were concerned that if employers did not receive their tax credit timely, ultimately the TANF, SNAP, and Vocational Rehabilitation customers would pay the price through fewer employment opportunities.

By mid-2012, an interim solution to make SNAP and TANF data more easily accessible was implemented to increase the efficiency of the WOTC process. At this point OED, in partnership with DHS, proceeded to an automated process.

OED contracted with a firm that was already processing WOTC applications for several states (for less than

\$50,000 per year). By March 2013, the automated process for TANF and SNAP applications for WOTC was implemented. Using this process, almost 39,000 tax credits were certified in federal fiscal year 2014; the average for the previous 10

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years was only 7,000 certifications per year. This equates to an additional \$90 million in tax credits being certified and distributed to Oregon employers.

WOTC in Oregon is an example of two agencies working well together for the benefit of job seekers and to an overall successful project outcome. Both DHS and OED staff worked for a common goal, overcoming barriers to get to a productive conclusion. Altering WOTC processes required information technology work efforts, and affected business policy and operations. The business, finance, and IT staff collaborated and this well-managed project continues to contribute to outcomes that work for Oregonians.

Through these efforts, WOTC remains a viable hiring incentive for target populations, and has the potential for expanded use – to the benefit of both employers and job seekers. Promotion of the tax credit could defray additional employer federal taxes while helping targeted populations on their quest for economic self-sufficiency.

Several broad outcomes are the result:

- For employers, the backlog of applications has been eliminated:
  - About \$100 million of additional federal tax credits have been certified and sent to employers.
  - New applications are processed timely.
- For job seekers eligible for WOTC, the program can be used as an incentive for employers to give them an opportunity to find meaningful work.

OED is now exploring methods and data sources to automate the remaining areas for WOTC.

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## **Social Media and Online Presence**

As part of the efforts to share and publicize these successes, WSO partners are using innovative communication tools including project-specific websites, dedicated YouTube channels, and other social media and electronic delivery methods. Throughout this report you will find links to related reports, online videos and testimonials, and other WorkSource Oregon accomplishments.

### Facebook, YouTube, and Twitter

WSO has its own Facebook page, YouTube channel, and Twitter feed, used to announce Job Fairs, Employer Recruitments, Veterans' events, new job listings and other information.

For more information: <http://www.facebook.com/worksourceoregon?sk=wall>



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## WAIVERS

Below are the waivers for which Oregon has received approval, with information on how the waivers have changed the activities of the state and local areas, and how activities carried out under the waivers have directly or indirectly affected state and local area performance outcomes, where known.

*Waiver of the statewide requirement to provide additional assistance to local areas that have high concentrations of eligible youth to carry out the activities in subsection (c).*

and

*Waiver to exempt the state from providing local incentive grants.*

Oregon did not fund LWIA performance incentive grants, or additional assistance to local areas that have a high concentration of eligible youth, for PY 2013, due to reductions in federal funding. It is difficult to quantify exactly how the lack of these funds has affected local programs, staff, and customers, but undoubtedly local area flexibility and opportunities have been diminished.

*Waiver to allow the Oregon workforce system to forego reporting of the WIA required performance measures and adopt and report the “Common Measures” for federal job training and employment programs.*

The simplified performance management and reporting across systems allowed by this waiver has been instrumental in developing a fully integrated workforce system as the service delivery system now has the same outcome measures regardless of the agency and funding source. The simplification has reduced the administrative burden, freeing up funding to serve more participants. The ability for the system to focus on common measures has allowed local boards to hold providers accountable to more relevant and easily understandable measures. It has also simplified the job of the line workers allowing them to serve Oregonians more effectively.

*Waiver to permit local areas to use a portion of local Adult and Dislocated Worker funds for Incumbent Worker Training.*

The LWIA that comprises Polk, Marion and Yamhill counties has put this flexibility to good use, as illustrated by the following comments:

“The Mid-Willamette High Performance Consortium began in 2006 to support the implementation of lean in manufacturing businesses throughout the region. The consortium’s efforts have expanded to support any type of business that can benefit from lean training, although the focus remains manufacturing. The consortium meets quarterly and arranges a calendar of trainings, learning tours, set-up reduction exercises, lean certification

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workshops and forums with LEAN experts such as the Oregon Manufacturing Extension Partnership, Gary Conner, Mike Hoseus and Mike Rother.

Without the waiver to use Adult/Dislocated Worker funds for Incumbent Worker Training, the High Performance Consortium sponsored by Job Growers Incorporated (JGI) might not be in existence today.”

*Waiver of the period of subsequent eligibility for eligible training providers.*

Without this waiver, Oregon would not be able to maintain a robust Eligible Training Providers List (ETPL). Requiring “all students” data reporting in the WIA resulted in training providers, particularly community colleges, to refrain from putting training programs on the list. It is worth noting that a majority of the training programs on the list are offered by community colleges, who are often the only training provider in most regions of a largely rural state. These programs would not be on the ETPL if not for the waiver.

It is uncertain how the upcoming implementation of the Workforce Innovation and Opportunity Act (WIOA) will affect this waiver or Oregon’s ETPL.

*Waiver to permit states to use a portion of rapid response funds for Incumbent Worker Training.*

Oregon is currently evaluating the effects to program performance and services that resulted from this this waiver, and is appreciative of the flexibility it provides.

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*Additional agency and organization information*

**Oregon Department of Community Colleges and Workforce Development (CCWD)**

The mission of the agency is to contribute leadership and resources to increase the skills, knowledge and career opportunities of Oregonians. The mission is accomplished through Oregon's network of 17 community colleges, 18 adult basic skills programs, seven local workforce areas, community-based organizations, and other partnerships. CCWD is responsible for implementing policies, procedures, and strategies consistent with the Governor's education and workforce priorities and the goals of the OWIB, the State Board of Education, the Joint Boards of Education, Oregon Education Investment Board, and the Commissioner of CCWD.

The Department ensures services are provided to future, transitional and current workers. Each year, CCWD supports over 300,000 Oregonians attending community colleges and thousands of unemployed, underemployed, low skilled adults and youth, ages 14 and older, with serious employment obstacles. CCWD assists these Oregonians to obtain secondary and post-secondary credentials and knowledge and skills necessary for work, further education, family self-sufficiency and community. <http://www.oregon.gov/ccwd/Pages/index.aspx>

**Oregon Employment Department (OED)**

The mission of the Employment Department is to promote employment of Oregonians through developing a diversified, multi-skilled workforce, and providing support during periods of unemployment.

<http://www.oregon.gov/EMPLOY/pages/index.aspx>

Its mission is to:

- Support economic stability for Oregonians and communities during times of unemployment through the payment of unemployment benefits.
- Serve businesses by recruiting and referring the best-qualified applicants to jobs, and provide resources to diverse job seekers in support of their employment needs.
- Develop and distribute quality workforce and economic information to promote informed decision making.

**The Oregon Workforce Investment Board (OWIB)**

The Oregon Workforce Investment Board is the overall advisory board to the Governor on workforce matters. The OWIB is made up of leaders representing private sector businesses, labor, state, local governments, and government agencies.

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A majority of the nearly 40 members represent the private sector. One of the chief duties of the OWIB is to assist the Governor by developing a five-year strategic plan for Oregon's comprehensive workforce system.

<http://www.worksourceoregon.org/state-workforce-board/about-oregons-workforce-investment-board>

### **Oregon Workforce Partnership (OWP)**

[Oregon's seven Local Workforce Investment Boards](#) formed OWP as a way to create greater impact for Oregon's citizens and businesses. LWIBs are business-led private/public partnerships that invest in worker training based on community and industry needs. Locally, they convene those with the skills and knowledge to create effective solutions to the workforce needs of business. They create innovative program models, aligning and leveraging resources for greater impact. OWP represents: 114 businesses and business associations, working in construction, manufacturing (from food processing to wood products to biotech and solar), healthcare, hospitality, staffing services and other sectors; 16 labor union representatives, non-profit organizations, locally elected officials, community colleges, school districts, educational service districts, governmental agencies, economic development organizations, tribal nations and universities.

Through OWP, the LWIBs work together to:

- Create alignment and increase worker skill development capacity across the state.
- Convene those with expertise and those who want to make a difference in order to learn from them and to work more effectively with them.
- Compile, analyze and convert data into intelligence ensuring those involved in the creation of a more highly skilled workforce can make well-informed choices.

Oregon Workforce Partnership home page: <http://oregonwfpartnership.org/>

Find OWP and WSO success stories at: [http://oregonwfpartnership.org/?page\\_id=6](http://oregonwfpartnership.org/?page_id=6)

***Recognition and gratitude goes to the OED, OWIB, LWIBs, and all WSO partners (agencies, organizations and individuals) that provided information for this report. WSO continues to develop innovative and responsive methods for meeting the demands of our ever-changing economic climate.***



# WORKSOURCE OREGON

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Oregon Department of Community Colleges and Workforce Development

<http://www.oregon.gov/CCWD/>



To conserve resources and be more environmentally friendly, this report was originally published in an electronic-only format.